

close battle area at the same time and in depth.

Examples of high-value targets engaged by EFOGM include enemy command and control facilities, air defense assets, engineering assets, helicopters, and selected armored vehicles. The commander can plan and execute precision long-range fires while in defilade—to targets in defilade at ranges to 15 kilometers.

EFOGM fires are synchronized with the available reconnaissance and target acquisition assets from national level—such as satellites and Joint STARS—to unit level, as well as direct and indirect fire systems. With this extension of battlespace, a commander can use rapid and precision fires to decisively affect the quantity, quality, and integrity of enemy combined arms force before engaging it with direct fire weapons.

The EFOGM system enables the maneuver commander to influence the tempo of battle through strikes on selected command and control, air defense, and engineer vehicles. The resulting

confusion created by the loss of leaders and combat support assets can slow, or even momentarily stop, enemy units. This allows the maneuver commander to engage targets with other fire support systems, such as artillery, attack helicopters, close air support, and other precision guided munitions. With this precision fire synchronized, the attack has a much greater effect. Enemy forces beyond the range of their own direct fire weapons are much less effective. Enemy forces engaged by direct fire ultimately become disorganized, lose combat power, and pose a lesser threat.

EFOGM further enhances the maneuver commander's actions by striking enemy helicopters forward of the forward line of troops and along the flanks of maneuver forces. This significantly reduces the enemy threat to friendly armored vehicles and increases force protection.

The RFPI/EFOGM ACTD system differs somewhat from the original NLOS-CA program in terms of hardware, funding, program management,

and impact on the Army acquisition process. A global positioning system card has been added to the missile for increased precision. The ACTD will produce a number of demonstrator fire units and missiles for field testing by units, which will provide data needed to support the acquisition of this system. The concept of demonstrators being retained by a FORSCOM unit is also a change in the normal research and development component of the acquisition process.

The Infantry School is leading the way in exploring ways to provide the combined arms force with the ability to overmatch potential threats, now and into the 21st century.

---

**Major Harold W. Webb** is assigned to the Dismounted Battlespace Battle Lab. He previously served as an assistant brigade S-3 in the 82d Airborne Division and in various mechanized infantry assignments. He is a 1977 ROTC graduate of the University of Alabama and holds a master's degree from Texas Tech University.

---

# Getting Promoted

## Advice for Officers

**COLONEL RICHARD L. STRUBE**

There you are, newly commissioned, just settling into your first duty assignment, eager and excited about the future. Things just couldn't be better—until the murmurings begin: The company commander was just passed over for promotion to major; the S-3 was not selected for the Command and General Staff College; the battalion commander didn't make the cut for the Army War College;

and the brigade executive officer was hit by the Selective Early Retirement Board.

Suddenly, your confidence is shaken, and you begin asking yourself what it all means for your own career. Will you make captain? How about major? Lieutenant colonel? What about schooling and command? If all these good leaders are having trouble, what chance do you have? How do you get promoted, or

even selected for schooling?

In this article, I will try to provide some answers that may serve as a useful guide. Over the years, I have seen a number of articles address these same questions, and I've never seen one that contained a magic formula. This one won't guarantee anything either, but it may provide a few ideas that will help you achieve your career goals.

Let me begin by offering some assurance that you need not be "outstanding" to succeed, if you define success as reaching the rank of colonel, as I have. I have been an infantryman for 26 years but have never been in combat. Although I was never centrally selected for battalion command, I spent four consecutive years commanding battalions. While a promotable major, I received a third block senior rating on my Officer Evaluation Report as a battalion XO. I completed the Army War College through the corresponding studies program, not the resident course. My highest award is the Meritorious Service Medal. I am not joint-service qualified, am not a linguist, and have no special skill that mandated promotion to colonel. In spite of what seems like a number of negative discriminators, I have been promoted with my year group from second lieutenant on. If it can happen to me, it can happen to you.

## BASIC RULES

My experience has taught me ten basic rules that have worked for me, and they may work for you as well:

**All jobs are important, so do your best in each job you're given.** The Army does not create jobs just to keep people busy. Each one, no matter how trivial or mundane it may seem at first glance, is important to the overall Army mission. As a commander once told me, if you're assigned to inventory sheets in the Quartermaster laundry, then be the best sheet counter that laundry ever had.

**Learn to read and write well.** Don't let the fact that you have a college degree fool you into thinking you're skilled at these critical aspects of professionalism. Each year, more than a third of the officers selected to attend the resident Command and General Staff College Course are placed in remedial writing programs. If you can't read and write well, you'll have great difficulty keeping up with your peers.

**Stay as close to troops as you can for as long as you can.** The things you'll learn as a troop leader at the

muddy-boot level will be of great value later. Don't be too eager to get in a staff job; there will be plenty of those when you're a field grade officer. Stay with troops as long as you can and fight to get back to troops whenever you have a chance.

**Never avoid a command assignment of any type.** Sure, commanding a rifle company is your prime objective, but don't rule out command of the headquarters company, the replacement detachment, a recruiting company, a training company, any company! Command is command. And I believe this rule applies at battalion level as well.

**Develop a personal professional development program.** Read, study, and write about your profession. Attend schools whenever you have an opportunity. But don't attend schools with a badge-hunter mentality. Attend them to develop your skills, improve your professionalism, and increase your self-confidence. The more you know about all of the complex and difficult tasks required of you, the less likely you'll be misled and confused when others begin offering advice. Read regulations, field manuals, and the appropriate technical manuals.

**Have fun.** If you don't truly enjoy being an officer, with all that it entails, then change professions. Serving as an Army officer is not just a job or an alternative career; it is a way of life, and if you don't enjoy it, don't stay with it. This is not to suggest that you must be single-minded and one-dimensional. There is ample room for a family, hobbies, and whatever outside interests you may prefer.

**Maintain a leadership journal.** It will be a rare day when you don't observe some act of leadership, either good or bad. A daily or weekly journal in which you enter observed examples can be a great tool. Note the event, then develop your thoughts about what it means, and the lessons to be learned from it. Review your journal regularly, and try to make it a handy reference for leading and managing as you move through your evolution as a leader.

**When you're right, act like it.** There may be occasions when you're

right about something and it's painful to maintain your position, but you must. Never avoid the hard issues, when you're right. It may take all of your moral character at times, but when you're right, hang tough! The Army does a pretty good job of winnowing out those who should not be in positions of leadership, but every now and then one slips through and creates some painful situations. Most of us will encounter only one or two of these people in our careers, but they are there, and you can't hide from your responsibility to do what is right in spite of them.

**Have a goal, and work toward it.** Ask yourself what it is that will allow you to say, on the day you leave the service, "I satisfied my goal." For some, it is to achieve the rank of colonel, and for others, to command a battalion. For some, only being a general is enough. The important thing is that you must have a goal; only then can you really plan to achieve that goal. It is entirely possible, even probable, that this goal will change over the years, but if you don't start out knowing where you want to go, you may not get there.

**In all things, at all times, be competent, confident, and professional.** No further discussion on this is required.

These ten rules have helped me, and they can help you, too. There are some other important things, but they are usually beyond your control: It helps to be working for great leaders. It helps to have great subordinates working for you. And you can't dismiss the effect that pure luck may have on some of this. But if you're prepared you can normally capitalize on fortune when it appears.

Never forget that you are your own best career manager. Yes, your branch assignment officers will help you all they can. They will advise and counsel, and they will do so with honesty and candor. But their mission and your career goals may not always coincide. Only *you* know what your career goals are. Tell your leaders, and tell your branch assignment officers. Seek guidance on the best road to follow to reach your goal. Tell the branch people what you want to do. Seek options; then

make a choice. As you move toward your goal, follow the ten rules. I can give you no guarantees, but they have been successful for me.

There are two more things that I have found vital to my career, and they may be vital to yours as well. First, I believe it is essential to have deep faith in a supreme being. Nothing else will help as much when things are not going as you have planned. Second, and of absolute necessity to me, is to have the

strength, support, and love of a family. This is a special kind of job, and most of us cannot do it alone.

The career you have embarked upon can be a wonderful one, full of challenge, reward, and deep satisfaction. You may notice that I have only touched on the subjects of ethics and integrity. My view is that if you don't have them, you'll run off your road anyway and won't need the ten rules.

Do your best, enjoy it, and have a

wonderful time serving your Nation and its soldiers.

---

**Colonel Richard L. Strube, Jr.**, has served in personnel management positions at PERSCOM and is now a member of the Army Council of Review Boards, Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs. He was commissioned through the Officer Candidate School at Fort Benning in 1970. He is a graduate of Kansas State University and holds a master's degree from Central Michigan University.

---

# Getting Promoted

## Advice for Staff Sergeants

**LIEUTENANT COLONEL TIMOTHY A. SCULLY**

Promotions to sergeant first class and above are now based on Department of the Army (DA) centralized selection instead of local boards. The 1993 Sergeant First Class (SFC) Promotion/Qualitative Management Program (QMP) Board reviewed thousands of records.

The board consisted of a brigadier general, who served as President, and 60 colonels, lieutenant colonels, command sergeants major, and sergeants major. Having served as a member of the board's Infantry-Special Forces panel, I want to offer my observations on the workings of this board, along with some advice on how you can improve your chances of being selected for promotion by a future board.

Actual selections for promotion were made by functional area panels. The Infantry-Special Forces panel looked at all soldiers in the promotion zone in career management field (CMF) 11 (MOSs 11B, 11C, 11M), CMF 18

(MOSs 18B, 18C, 18D, 18E, 18F), and CMF 37.

The panel members represented the entire spectrum of infantry and special operations forces: a former infantry brigade commander, two former battalion commanders (one infantry and one Special Forces), three command sergeants major (one major command, one division, and one Special Forces group), and two staff sergeants major (one major command and one field army). On the basis of this experience, needless to say, we had a pretty good idea of what we were looking for in our future sergeants first class, and possible command sergeants major for the Army of the year 2010.

The panel based its selections for promotion on written guidance from the Secretary of the Army, the proponent branches, and the panel's objective standards. Panel standards ensure that NCOs are examined only in regard to what is expected of their CMF contem-

poraries and that the voting standards within the panel were consistent.

Every record was then randomly selected and "blindly" voted on by three panel members, each of whom reviewed it separately. Each file was given a numerical score ranging from "6+" (Promote immediately) to "1-" (Do not promote—Select for QMP). The sum of the three scores produced a rank ordering of the files in each MOS, and promotions were made on the basis of the number authorized by DA for each CMF (select objective). Secondary zone files are voted on and rank ordered the same way and, when the quality of secondary zone files clearly outweighs that of primary zone files in that MOS, secondary zone promotions are made, up to the secondary zone select objective. In brief, every file is voted on and scored on the basis of its individual merits, and the number promoted in each MOS is based upon numbers established by DA.

Our panel rated each file on the basis